

ECONOMICS

For the Town of Allenstown

Vision and Mission Statement of the Chapter

It is in the interests of the Town of Allenstown to continue to grow and mature economically in 2016 and beyond. In order to do this, the Town needs to work to help existing businesses grow and succeed, and to attract new and desirable industry that fits with our community character. This will require the Town to maximize its opportunities for growth, while at the same time protecting what makes Allenstown “Allenstown.” To do this, we need to capitalize on various opportunities and overcome our various challenges for Allenstown to reach its potential now and in the years to come.

- The Allenstown, NH Planning Board. December 2015

This Chapter is intended to serve two purposes: first, it is the Economic Chapter for the Allenstown Master Plan. Secondly, it also serves as a stand-alone economic development plan for the economic development efforts of the Town of Allenstown. It was developed by the Allenstown Planning Board with the assistance of the Central New Hampshire Regional Planning Commission (CNHRPC). The Chapter was developed utilizing the following:

- Data from the CNHRPC Regional Plan update.
- Data from the Central and Southern New Hampshire Comprehensive Economic Development Strategy (CEDS)

including a regional Strength, Weakness, Opportunity and Threats (SWOT) analysis and a regional industry cluster analysis.

- State of New Hampshire Labor Market Information Bureau industry projections.
- Feedback from the Allenstown Master Plan Visioning Sessions held November 20, 2013 and May 14, 2014.
- Community survey feedback information.

The effect of drawing on all of these sources is a plan that draws on both the perspectives of the community, but also latest economic

data and economic projections in an effort to determine where Allenstown is in terms of its current economic situation – including the regional economy – and what opportunities exist to strengthen that situation.

COMMUNITY VISIONING SESSION

On November 20, 2013 and May 14, 2014 visioning sessions were held in support of the Master Plan development process. Discussions looked at how development as a whole impacts the community, but also, how economic development impacts the Town, community character, and, how the Town impacts economic development. The opinion of the participants were that development, including economic development must fit the nature of the Town and that there is opportunity for greater economic development, including recreational/tourism economic development. The full results can be found in the Appendix of this chapter.

SURVEY RESULTS

A survey was conducted in support of the Master Plan update process. This information, taken along with the visioning session information, paints a picture beyond what the data can provide. It helps articulate community desires. From an economic standpoint, the survey identified that several industries are desired in town, including: retail, restaurants, services, professional offices, and grocery stores. Also, it spoke of desires to see greater growth, including economic growth, on Routes 3 and 28, as well as Suncook Village. Like the visioning sessions, all development must fit the community character, and this includes economic development. The full results can be found in the Vision Chapter of the Master Plan and a web link is available in the Appendix of this chapter.

CEDS AND REGIONAL PLAN DATA

The Central and Southern New Hampshire Comprehensive Economic Development Strategy (CEDS), along with the CNHRPC Regional Plan update, provided much of the baseline data used in the economic analysis portion of this Chapter. Demographic changes were drawn from the Regional Plan update while economic trends, most notably the industry cluster analysis and Strength, Weakness, Opportunity and Threat (SWOT) analysis were drawn from the CEDS. Key findings suggest that population growth is slowing, the region is getting older, and the cluster analysis suggests five key industry clusters are strong around the region. The full results can be found in the Appendix of this chapter.

DOCUMENT OUTLINE AND FORMAT

Part of the Planning Board’s goal with this Chapter was to create a document – and a plan – that would be more “action orientated” than a traditional plan. Although the thorough data can be found at the end of the Chapter, the Action Plan was put in the front to serve as the focal point of the document. Moving on from there are the complete list of goals and objectives, followed by the economic and demographic data. It is intended that this plan will be user-friendly and encourage action as opposed to more analysis and historic discussion of the Allenstown’s historic economy.

ECONOMIC DEVELOPMENT PLAN OF ACTION

PLAN OF ACTION

The Goals and Objectives were drawn from the data, public feedback, and the direction of the Planning Board. Each Goal or Objective, its corresponding Recommendations, the entity that will

implement the recommendations, and recommended timelines follow. It is intended that this chart will serve as the Town's Economic Development Plan of Action.

Table 1: Projects, Timelines and Responsible Parties

Goal/Objective	Recommendations to Implement Goal/Objective	Responsible Parties*	Time Lines
1. To promote ordinances and regulations which encourage greater economic stability and financial growth within Allenstown (2003 Master Plan)	a. Develop a Capital Improvements Program (CIP)	PB	May-16
	b. Draft and enact ordinances and regulations that will provide more incentives to businesses, thus making Allenstown a more attractive business destination	PB	Mar-17
	c. Provide economic incentives (such as provide sewer and water, tax breaks (expand RSA 79E zone; establish RSA 162N ERZ designation), develop a chamber of commerce, promote businesses on a website and develop pamphlets) to commercial and industrial businesses that will employ more local residents of the Town	PB, BOS, EDC, OTHERS	Ongoing, begin May 2016
	d. Institute strategies and policies, such as modernizing town services or creating fees for services, that lessen the individual tax burden on town residents	BOS	Ongoing, begin May 2016
2. To strengthen and promote the level of education of Allenstown residents (2003 Master Plan)	a. Provide bussing for students to Pembroke Academy	SB	By fall 2017
	b. Institute dropout prevention and intervention programs for Allenstown students, particularly for Pembroke Academy students	SB	By fall 2017
	c. Examine the possibility for expanding on the inventory of the existing library and updating its technology	SB	By fall 2017
	d. Establish a grant committee to seek grants from the state and federal governments to provide economic and educational programs or assistance (such as job training, vocational workshops, job placement programs, educational grants and application assistance) to low income families	SB	By fall 2017

Goal/Objective	Recommendations to Implement Goal/Objective	Responsible Parties*	Time Lines
3. To strongly encourage the modernization of the delivery of town services which would maximize their productivity and efficiency (2003 Master Plan)	a. Develop a GIS system for the Suncook Waste Water Treatment Plan to automate response and computerize the records	SD	1-Jan-18
	b. Encourage the procurement and development of the latest technologies for the Police and Fire Departments, Town Hall Offices, and Highway Department	BOS	1-Jan-18
4. Attract young families to Allenstown	a. Engage school system to further develop strategies to meet current education needs.	SB	By fall 2017
	b. Continue to ensure a range of housing needs are met in Allenstown	PB	Ongoing, begin May 2016
	c. Establish a Recreation Committee to expand Town recreation opportunities	BOS	By fall 2017
5. Expand infrastructure	a. Identify funding sources for sewer and water upgrades	SD, PWW	Aug-16
	b. Develop and implement plans for sewer and water upgrades	SD, PWW	1-Jan-18
6. Expand broadband	a. Participate in Broadband Speed Test www.iwantbroadbandnh.org	BOS	May-16
	b. Utilize resources available at the newly formed Broadband Center for Excellence at UNH available at http://www.unhbcoe.org/	BOS	Ongoing, begin May 2016
	c. Through CNHRPC, UNH and other initiatives, monitor what other opportunities may arise and participate as applicable	BOS	Ongoing, begin May 2016
	d. Create/maintain a map of broadband access in town	PB	By fall 2017
7. Improve access on Route 28	a. Establish Access Management Provisions in the Site Plan and Subdivision Regulations	PB	Mar-17
	b. Establish a Memorandum of Understanding with NHDOT regarding access management and State driveway permitting	BOS	By fall 2017
	c. Develop access management plan exploring the possibility of an access roadway or other alternative access.	PB/BOS	May-16
8. Revitalize brownfield sites	a. Participate in the Central New Hampshire Brownfields Advisory Committee	PB/BOS	Ongoing, begin May 2016

Goal/Objective	Recommendations to Implement Goal/Objective	Responsible Parties*	Time Lines
9. Establish workforce training	a. Engage local schools to develop approaches to workforce training	EDC/SB	By fall 2017
	b. Seek to establish internships with local employers and local high school students	EDC/SB	By fall 2017
	c. Engage New Hampshire Technical Institute to develop strategies for job training	EDC/SB	By fall 2017
10. Revive and expand the role of the Economic Development Committee	a. Reestablish EDC and expand membership to include a majority of business owners. Schedule meetings at times to ensure strong attendance.	BOS	Ongoing, begin May 2016
	b. Participate in the Central New Hampshire Regional Planning Commission's Comprehensive Economic Development Strategy (CEDS) program on a regular basis	EDC	Ongoing, begin May 2016
	c. Explore marketing strategies and develop an information packet for prospective businesses	EDC	May-17
	d. Empower the EDC to act as nimbly as possible by: 1) Develop a not-for-profit development corporation to engage in development activities. 2) Seek funding for Town Meeting for economic development activities – i.e. develop a “fund” for the EDC to implement the components of this Chapter and subsequent Economic Development Plans/Chapters. 3) Seek Town Meeting approval for the authority to engage outside economic consultants, as needed, to implement this and future Plans	BOS/EDC	Mar-17
	e. Review this Chapter, and develop a new economic development plan (to be the new Economic Chapter in the Master Plan) every 5 years or as they see fit	EDC	January, 2021
	f. Develop a mission statement capturing EDC's purpose, including, the potential following items: 1) Advocate for existing businesses 2) Engage potential new businesses 3) Facilitate inter-town coordination and cooperation with regards to economic development activities 4) Implement other economic development activities as specified in this Chapter and subsequent Plans	EDC	May-16

Goal/Objective	Recommendations to Implement Goal/Objective	Responsible Parties*	Time Lines
11. Establish a greater web presence	a. User-Friendly website; Contact list; All documents listed for all approvals and permits; Data about the town (demographics/economic/transportation); Available tracts of land	EDC	Ongoing, begin May 2016
	b. Tie into regional web presence initiatives (i.e. links from CNHRPC and other regional entities)	EDC	Ongoing, begin May 2016
	c. Develop a “brand” for Allentown	EDC	May-16
12. Prioritize sites for economic development	a. Inventory under-utilized commercial and industrial sites	PB/EDC	Ongoing, begin May 2016
	b. Identify development constraints, including zoning and access, for each property	PB/EDC	May-17
	c. Establish a pre-certified site program	PB/EDC	Fall 2018
	d. Engage owners in redevelopment process	PB/EDC	Ongoing, begin May 2016
	e. Apply for a Plan New Hampshire design charrette to identify more specific site redevelopment potential	EDC	Ongoing, begin May 2016
13. Support existing businesses	a. Engage local businesses on a regular basis regarding their needs and challenges (roundtables, surveys, etc.)	EDC	May-17
	b. Share information on available tax incentives (such as RSA 79E and 162N)	EDC	Ongoing, begin May 2016
	c. Establish and update a business list every two years	EDC	Fall 2018
	d. Review Site Plan Regulations and Zoning Ordinance to ensure business expansion is maximized	PB	Ongoing, begin May 2016

Goal/Objective	Recommendations to Implement Goal/Objective	Responsible Parties*	Time Lines
14. Recruit target industries: Retail Trade, Information, Education/Healthcare/Social Assistance, and Arts/Entertainment/Recreation/Accommodation/Food Services	a. Update application packet for RSA 79E and publicize	EDC	Fall 2016
	b. Establish Local Economic Revitalization Zones, per RSA 162-N.	EDC	Fall 2016
	c. Assess the Zoning Ordinance, Site Plan Regulations and Subdivision Regulations to ensure effectiveness by exploring the following: i. <u>For the Zoning Ordinance</u> : 1. Desired economic uses are permissible and, to the maximum extent possible, situated in locations that capitalize on nearby assets and infrastructure (internet, roads, etc.) 2. Economic uses “fit” Allentown’s character. 3. That the Home Occupation use is maximized and supported by relevant infrastructure to the maximum extent possible. 4. Buffers between residential and commercial uses are adequate. ii. <u>For the Site Plan Regulations</u> : 1. It is clear when a site plan review is required. 2. The scope of review “fits” with what is being proposed (i.e. that major and minor subdivision are dealt with appropriately) iii. <u>For the Subdivision Regulations</u> : 1. That there are no issues with regard to commercial subdivision vs. residential iv. <u>For all regulations and ordinances</u> : 1. Opportunity exists for mixed-use development, including a clear process 2. That ordinances requiring regulations to include certain provisions are provided for (such as cluster subdivisions). 3. That definitions amongst all three documents are consistent. 4. That the processes are clearly specified. 5. That all three documents are listed on the Town’s website.	PB/EDC	Ongoing, begin May 2016
15. Maximize "Recreational Economy"	a. Identify funding for Boat Ramp at Merrimack River /Suncook Ramp	PB/EDC	Ongoing, begin May 2016
	b. Better use, marketing, and access to Bear Brook State Park	PB/EDC	Ongoing, begin May 2016

* BOS = Board of Selectmen; EDC = Economic Development Committee; PB = Planning Board; ZBA = Zoning Board of Adjustment; SB = School Board; SD = Sewer Department; PWW = Pembroke Water Works

FUNDING SOURCES

Funding for the various projects can be broken into several categories: Federal Grants, State Grants and Incentives, Not-For-Profit Grants, and Local (i.e. Town of Allenstown) Incentives. Potential funding sources for the various projects and recommendations include:

FEDERAL GRANTS:

- Economic Development Administration (EDA)
EDA grant investments fall under the following categories: Public Works, Economic Adjustment, Partnership Planning, Trade Adjustment Assistance for Firms, University Centers, Research and National Technical Assistance, and Local Technical Assistance. An important component to consider with EDA funding is that many of the programs require that a particular project be part of a regional Comprehensive Economic Development Strategy (CEDS). At the writing of this Chapter, CNHRPC is currently engaged in the development of a CEDS for the Region and is currently soliciting projects from communities within the Region. Allenstown should ensure that any economic development projects are in located in the CEDS once complete. EDA's full complement of programs can be found here: <http://www.eda.gov/>
- US Department of Agricultural Rural Development (USDA)
USDA Rural Assistance provides many grants and the full list can be found on their website here: http://www.rurdev.usda.gov/RD_grants.html

Grant categories include Business and Cooperative Assistance Grants (12 grant programs), Housing and Community Facilities

Grants (9 grant programs), and Utilities Grants (15 grant programs).

STATE GRANTS AND INCENTIVES:

- Community Development Finance Authority (CDFA)
The Community Development Finance Authority (CDFA) was established by legislation (RSA 162-L) in 1983 to address the issues of affordable housing and economic opportunity for low and moderate income New Hampshire residents. Today it administers several programs and manages several grant programs. CDFA administers nearly \$57 million in funding resources, which includes a combination of state tax credits and federal Community Development Block Grant, Neighborhood Stabilization, and Energy Reduction Funds. Their website illustrates their full complement of programs here: <http://www.nhcdfa.org/>

Community Development Block Grant Program. The primary purpose of the CDBG program is the development of viable communities by providing decent housing, suitable living environments, and expanding economic opportunities, principally for low and moderate income people. The program is sponsored by the US Department of Housing and Urban Development (HUD). CDFA distributes CDBG grants to New Hampshire's cities, towns, and counties. A nonprofit agency may also apply through its municipality or county as a sub-recipient of CDBG money. All eligible municipalities and counties can apply for up to \$500,000 in CDBG funds per year.

Tax Credit Program. Also known as the Community Development Investment Program (CDIP), CDFA gives a 75%

state tax credit against a donation made to any approved project. The tax credit may be applied against the New Hampshire business profits tax, business enterprise tax, and/or the insurance premium tax. The donation also may be eligible for treatment as a state and federal charitable contribution. In most cases, businesses only pay about 11 cents on the dollar for their contribution. It lets businesses vote with their dollars about which programs mean the most to them and their communities.

Neighborhood Stabilization Program. The Neighborhood Stabilization Program (NSP) is designed to address the effects of abandoned and foreclosed properties in certain communities and neighborhoods in order to put them back into service for the benefit of rehabilitation and extended affordability. NSP communities work with the private sector to obtain abandoned properties and, in many cases, rehabilitate the homes and make them available to low-to-moderate income residents.

Housing Futures Fund. The Housing Futures Fund (HFF) awards grants, through the Tax Credit Program, to assist community-based nonprofit housing organizations. HFF grants are intended to build the capacity of participating nonprofits to investigate opportunities, secure financing, and test innovative new solutions for area residents. The HFF provides operational grants and technical assistance to its grantees (nonprofit housing organizations). The operational grant program enables grantees to focus on housing development and educational outreach to individuals and families in need of quality affordable housing. The technical assistance aspect of the HFF program is implemented by the New Hampshire Community

Loan Fund. It provides grantees with several areas of assistance including: supplying needed capital and related technical assistance for projects undertaken for which financing from other sources is unavailable, enhancing the grantees technical capacity, and affordable housing advocacy efforts to create a political climate that is user-friendly for nonprofit affordable housing developers.

Job Retention Fund. The CDFA Job Retention Fund helps New Hampshire businesses without access to existing credit or equity resources. Loans are made to qualified economic development entities (EDEs), such as the ten Regional Development Corporations, to meet the immediate needs of area businesses. These EDEs then make loans or offer lines of credit to be used solely to assist businesses in keeping open and operating.

Money from the CDFA Job Retention Fund has been used to retain employment in a variety of sectors across the state. Financing made to Country Hearth & Home in Conway saved five full-time positions and created three new ones. A loan to Rescue Welding in Somersworth preserved five jobs. A line of credit to the Pease International Tradeport helped capitalize on money-saving rebates which retained 40 jobs and created eight new ones.

- NH Department of Resources and Development (NHDRED) DRED is the primary state government economic development agency: <http://www.nheconomy.com/>

Economic Revitalization Zone Tax Credits (ERZ Tax Credits; RSA 162N). The local community, working with NHDRED, can apply to

have a portion of the community designated as an Economic Revitalization Zone. RSA 162N governs the requirements - some of which are economic distress. Once the zone is set up (via application from the Town to NHDRED), an employer looking to move into the zone can then apply to NHDRED for up to \$40,000 off of their state business taxes.

Grants. Community Development Block Grant: This assistance can be in the form of a grant to the municipality for a public infrastructure improvements on behalf of an expanding business or a loan to the business itself. The maximum amount of funding available for any given project is \$500,000, regardless of size of the community applying for the grant. All grants are one-year duration, and one job must be created for each \$20,000 in CDBG funds granted. The key to this federal program is that a minimum of 60 percent of the jobs created must be filled by low and moderate-income persons. For more information, visit the NH Community Development Finance Authority website.

Job Training Fund: Talent development is a major component of New Hampshire's economic vitality and businesses large and small realize the importance of a skilled and educated workforce. That's why the New Hampshire Job Training Fund was created, designed to enhance worker skills and help companies stay competitive in the global marketplace.

Loans. Industrial Revenue Bonds: This program is only for companies that manufacture or produce tangible personal property in New Hampshire. At least 75 percent of bond proceeds must be spent on core manufacturing space and equipment. Storage, office and R&D space must be excluded

from this calculation. To be cost effective, loans must be between \$1.5 and \$10 million. The interest rate is about 70 percent of prime and can be used for the purchase of land, buildings and capital equipment.

Other Programs. Loan Guarantees: For companies that need credit enhancement, the state offers the Capital Access Program, Working Capital Line of Credit Guarantee and Guarantee Asset Program.

Import/Export Loans: The state also offers Foreign Buyer Credit, Export-Import Bank of the United States and other sources.

SBA 504 Program: This loan program is designed to work in conjunction with commercial banks to provide 90 percent long-term, fixed-rate financing for small to medium-sized businesses in owner-occupied buildings that provide employment opportunities.

NOT-FOR-PROFIT GRANTS:

- Capital Region Development Council (CRDC)
CRDC is a local not-for-profit economic development organization. Their primary purpose is to assist business with funding, but they also provide cleanup funds for brownfields. A brownfield is a site that, through actual or perceived contamination is difficult to develop (they are present in nearly every NH community). With regard to small business loans, a role for the Town of Allentown could be to make companies aware of the opportunity.

CRDC's programs can be found here: <http://www.crdc-nh.com/> and include:

- Small Business Loans.
- Brownfields cleanup grants and loans.

LOCAL INCENTIVES:

- **RSA 79E**
If the provisions of RSA 79E are adopted by Town Meeting, the Board of Selectmen have the authority to delay any *increase* in taxes for property owners in the Downtown if they replace or substantially rehabilitate their property. Its goal is to encourage the rehabilitation and active reuse of under-utilized buildings.

How it works:

- In a municipality that has adopted this enabling legislation, a property owner who wants to substantially rehabilitate a building located in a designated district may apply to the local governing body for a period of temporary tax relief.
- The temporary tax relief, if granted, would consist of a finite period of time during which the property tax on the structure would not increase as a result of its substantial rehabilitation. In exchange for the relief, the property owner grants a covenant ensuring there is a public benefit to the rehabilitation.
- Following expiration of the finite tax relief period, the structure would be taxed at its full market value taking into account the rehabilitation.

GOALS AND OBJECTIVES DEVELOPMENT PROCESS

OBJECTIVES AND RECOMMENDATIONS FROM THE 2003 MASTER PLAN

The 2003 Master Plan contained four objectives (and subsequent recommendations). Of those four, three of them are still relevant given changes on the ground in Town. The first objective, which sought to control growth in Town, is no longer relevant given the fact that the development pressures that existing at the time are no longer present. The biggest indicator of this is that the Town lost approximately 11% of its population between 2000 and 2010 according to the US Census. With that in mind, the remaining three objectives are relevant and should still apply to activities in this Plan. Those objectives are:

- i. *To promote ordinances and regulations which encourage greater economic stability and financial growth within Allentown;*
 1. *Develop a Capital Improvements Program;*
 2. *Draft and enact ordinances and regulations that will provide more incentives to businesses, thus making Allentown a more attractive business destination;*
 3. *Provide economic incentives (such as provide sewer and water, tax breaks, develop a chamber of commerce, promote businesses on a website and develop pamphlets) to commercial and industrial businesses that will employ more local residents of the Town; and,*

4. *Institute strategies and policies, such as modernizing town services or creating fees for services, that lessen the individual tax burden on town residents.*
- ii. *To strengthen and promote the level of education of Allenstown residents; and,*
1. *Provide bussing for students to Pembroke Academy;*
 2. *Institute dropout prevention and intervention programs for Allenstown students, particularly for Pembroke Academy students;*
 3. *Examine the possibility for expanding on the inventory of the existing library and updating its technology; and,*
 4. *Establish a grant committee to seek grants from the state and federal governments to provide economic and educational programs or assistance (such as job training, vocational workshops, job placement programs, educational grants and application assistance) to low income families.*
- iii. *To strongly encourage the modernization of the delivery of town services which would maximize their productivity and efficiency.*
1. *Develop a GIS system for the Suncook Sate Water Treatment Plan to automate response and computerize the records;*
 2. *Encourage the procurement and development of the latest technologies for the Police and Fire Departments, Town Hall Offices, and Highway Department; and,*
 3. *Computerize the library resources and records.*

OBJECTIVES AND RECOMMENDATIONS 2015

In addition to the three 2003 Objectives and Recommendations described above, and additional 12 Goals and Objectives along with numerous associated Recommendations were identified. Whereas the 2003 Objectives and Recommendations were drawn from the 2003 Master Plan, the 2015 Goals, Objectives, and Recommendations were developed by the Planning Board based upon data and community feedback (survey and visioning sessions) found in this document.

SUMMARY OF THE VISIONING SESSIONS AND SURVEY RESULTS

On November 20, 2013 and May 14, 2014 two visioning sessions were held with the community. Additionally, a survey was conducted in the spring of 2013. In general, the participants felt that Allenstown has a good quality of life due to a rural feel. There is opportunity to expand the economy and to maximize the recreational economy, most notably via Bear Brook State Park. People want more economic development but feel that economic development, like all development, must fit with the community. Housing was a concern (single family and 55+) as was infrastructure and quality of roads. Industries such as retail, restaurants, services, professional offices, and grocery stores were all desired. Development was desired more on Routes 28 and 3. All of these factors tie into economic development.

Though the full results and notes of the meetings as well as the full survey results can be found in the Appendix of this document, some of the highlights include:

- Advantages of locating a business in Allenstown:
 - Small town feel.

- Recreational opportunities.
- At cross roads of Route 3 and 28; between Manchester and Concord.
- Challenges to doing business in town:
 - Lot Access and curb cuts along Route 28.
 - Development that “fits” Allenstown
 - Infrastructure, including sewer and roads a challenge.
- Ways to address challenges:
 - Increase recreational infrastructure (trails, boat launch).
 - Capitalize on the recreational economy.
 - Find ways to fund infrastructure needs.
 - Reestablish and maximize efforts of the Economic Development Committee.
- Other public input issues to consider:
 - Several commercial enterprises desired:
 - Growth desired along Routes 3 and 28.
 - Housing choice an issue (including 55 and older).

STATE OF THE ECONOMY & DEMOGRAPHICS

STATE AND REGIONAL ECONOMIC AND DEMOGRAPHIC TRENDS

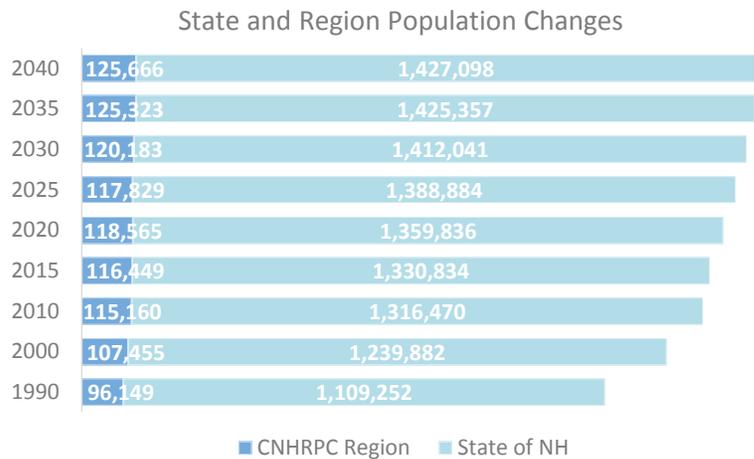
Overall, the region has a greater median household income than that of the state and the nation. Additionally, there is a greater share of the economy that makes up “goods producing” jobs - i.e. manufacturing. In terms of population growth, the region makes up a small share of the state’s population base, and, although like the state, it is projected to grow more slowly than in past years, the percentage of that growth seems to be slower than the state. Finally, the region, like the state, has the greatest shares of its population within the 50 to 74 age range. Of particular concern is that those under the age of 14 is fairly small which suggests a smaller workforce pool in the future.

Table 2: Select Demographic Characteristics

Component	Nation		State		Region	
	#	% of Overall	#	% of Overall	#	% of Overall
Total Employed 2012	142,921,687	-	701,315	-	44,025	-
Unemployment Rate 2012	14,781,681	5.9%	41,133	5.5%	3,097	4.9%
Service Producing Employment 2012 (Private Sector)	127,932,823	89.5%	436,858	87.1%	37,548	85.3%
Goods Producing Employment 2012 (Private Sector)	14,988,864	10.5%	90,404	12.9%	6,477	14.7%
Median House Hold Income (2012)	\$51,371	-	\$63,280	-	\$68,387	-

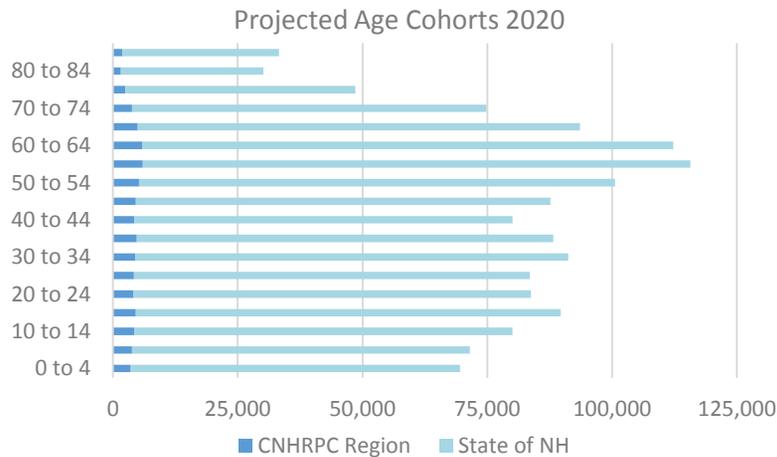
Source: NH Labor Market Bureau & CNHRPC Calculations

Figure 1: State and Region Population Changes



Sources: US Census; CNHRPC Calculations; 2014 NHOEP Population Projections

Figure 2: Projected Age Cohorts



CEDS REGIONAL INDUSTRY CLUSTER ANALYSIS

Regional economic trends are best assessed using an industry cluster analysis. Camoin Associates of Saratoga Springs NY, an economic consulting firm, completed the analysis in the spring of 2011 for the CNHRPC area. The method used was the Location Quotient Analysis (LQ). What an LQ assesses is the importance of an industry to a particular area compared to a larger area. For the Camoin analysis, the region and the nation were the two areas of comparison. For the analysis, a value of 1.00 demonstrates that the employment concentration in a particular industry is roughly the same locally and nationally. An LQ greater than 1.00 indicates an industry with a high degree of concentration relative to a certain area. An LQ less than 1.00 indicates that the industry’s share of local employment is less than that industry’s share of the national employment. The full assessment document is available in the appendix of this Chapter.

The Regional Industry Clusters identified in the analysis identified the four following clusters*:

- Business and Financial Services (ICS Codes: 52-54) with an LQ of .097. Top 10 businesses in this cluster include:
 - Life Insurance Carriers
 - Lawyers
 - Health Insurance Carriers
 - Insurance Agencies and Brokerages
 - Property and Casualty Advice
 - Investment Advice
 - Engineering Services
 - Portfolio Management

- Custom Computer Programming Services
- Administrative Management and General Management Consulting Services
- Medical Services (ICS Code: 33, 44, 54, 62 & 63) with an LQ of 1.13. Top 10 businesses in this cluster include:
 - General Medical and Surgical Hospitals
 - Nursing Care Facilities
 - Home Health Care Services
 - Pharmacies and Drug Stores
 - Other Residential Care Facilities
 - Outpatient Mental Health and Substance Abuse Centers
 - Homes for the Elderly
 - Specialty (except Psychiatric and Substance Abuse) Hospitals
 - Residential Mental Retardation Facilities
 - Continuing Care Retirement Communities
- Arts and Entertainment (ICS Code:) with an LQ of 0.73. Top 10 businesses in this cluster include:
 - Independent Artists, Writers and Performers
 - Hotels (except Casino Hotels) and Motels
 - Fitness and Recreational Sports Centers
 - Golf Courses and Country Clubs
 - Racetracks
 - All Other Amusement and Recreation Industries
 - Radio Stations
 - Motion Picture Theaters (except Drive-Ins)
 - Skiing Facilities

- Museums
- Information Technology (ICS Code:) with an LQ of 0.67. Top 10 businesses in this cluster include:
 - Custom Computer Programming Services
 - Computer Systems Design Services
 - Instrument Manufacturing – Measuring & Testing Electricity/Elect. Signals
 - Wired Telecommunications Carriers
 - Data Processing, Hosting, and Related Services
 - Telephone Apparatus Manufacturing
 - All Other Miscellaneous Electrical Equipment and Component Manufacturing
 - Analytical Laboratory Instrument Manufacturing
 - Power, Distribution and Specialty Transformer Manufacturing
 - Other Computer Related Services

*Although they were not identified as clusters with “regional” importance, it is also important to point out that both Manufacturing and Retail are significant within certain communities within the region.

Taken together, these industries represent the core of the region’s economy. Though some of these industries may have varying needs, a lot of what can be done to: 1) help these industries grow and expand; and, 2) attract new and supporting industries will be the same. For instance, access to information and a streamlined permitting process will benefit all of them.

ALLENSTOWN'S DEMOGRAPHICS AND ECONOMY

DEMOGRAPHICS

Demographics and economics are intertwined: a push/pull relationship exists between the two. Demographics drives the workforce and innovation, while the market demands which drive the economy are driven by demographics. Although the demographics are discussed in more detail elsewhere in the Master Plan, Table 3 and Table 4 highlight a few of the key factors when looking at economic development. Table 3 explores Allenstown's key demographic change between the two latest census periods - 2000 and 2010 - while Table 4 compares a few key demographics with the region.

Taking the data together, it seems that Allenstown saw its current, but more importantly, its future workforce decline. In terms of age, Allenstown is slightly younger than the region, but it is likely that this will change in the years to come given the decline in population under the age of 15. Allenstown has a greater share of its population with an Associate's degree or some college, though the rest of the region has a greater share of those with a Bachelor's degree or greater. Allenstown's unemployment rate is greater than the region and the median income is less suggesting a greater need for more jobs and more jobs with higher earning potential. There was also an increase in poverty that coincided with an increase in the Median Household Income suggesting there is more economic inequality. In terms of commute time, Allenstown is similar to that of the region, suggesting it has a favorable geographic position in relation to the region's economy.

Table 3: Select Allenstown Demographics

Demographic Measure	2000	Change Year	# Change	% Change
Population	4,854	4,318 (2013)	-536	-11%
Under 15	1,128	723 (2013)	-405	-36%
18 to 65	3,008	2,861 (2013)	-147	-5%
Over 65	513	424 (2013)	-89	-17%
Unemployment Rate	2.4%	5.4% (2014)	-	3.2%
Median Household Income	\$41,958	\$54,737 (2010)	\$12,779	30.5%
Poverty Rate	4%	6% (2013)	141	2%

Source: US Census 2000 & US Census ACS 2013; NH Labor Market Bureau

Table 4: Select Allenstown Demographics Compared to Region

Demographic Measure	Allenstown	CNHRPC
Population (2010)	4,322	115,174
Median Age (2010)	41	42.5
% Associates/Some College (24 Years of Age or Older, 2012)	34%	32.5%
% BA or Graduate Education (24 Years of Age or Older, 2012)	13.5%	34.8%
Median Household Income (2010)	\$54,737	76,615
Unemployment (2010)	6.6%	4.9%
Average Commute Time (2010)	28.9 Minutes	28.1 Minutes

Source: US Census 200 & 2010; NH Labor Market Bureau; US Census 2008-2012 American Community Survey; & CNHRPC Calculations

Allenstown has a slightly younger workforce with a different education background than that of the region and it seems there is room for growth in terms of income (getting closer to the region Median Household Income) and employment (narrowing the unemployment gap). A major challenge will be to overcome the loss in the under-15 population. Innovation drives economic growth, and a vibrant workforce, including an influx of young creative workers, drives innovation. It is for these reasons that young families need to be attracted to Allenstown.

Despite Allenstown's demographic challenges, there are some assets that can be capitalized upon to attract families with younger children. Recreation and quality of life, which are abundant in Allenstown are draws. Bear Brook State Park is a crucial asset in that regard. An extremely favorable teacher-to-student ratio can be attractive, and, couple this with some innovative education approaches (internships, ties to trades, etc.), and the school system can be a vital draw. Proximity to Concord, Manchester, and the "spine" of southern New Hampshire's economy, I-93, are all assets that can and should be highlighted. Location, quality of life, and school potential all can be used to attract younger families in an attempt to bolster Allenstown's workforce in the years to come. Together, these represent many reasons to be confident in Allenstown's future.

ECONOMIC BASE

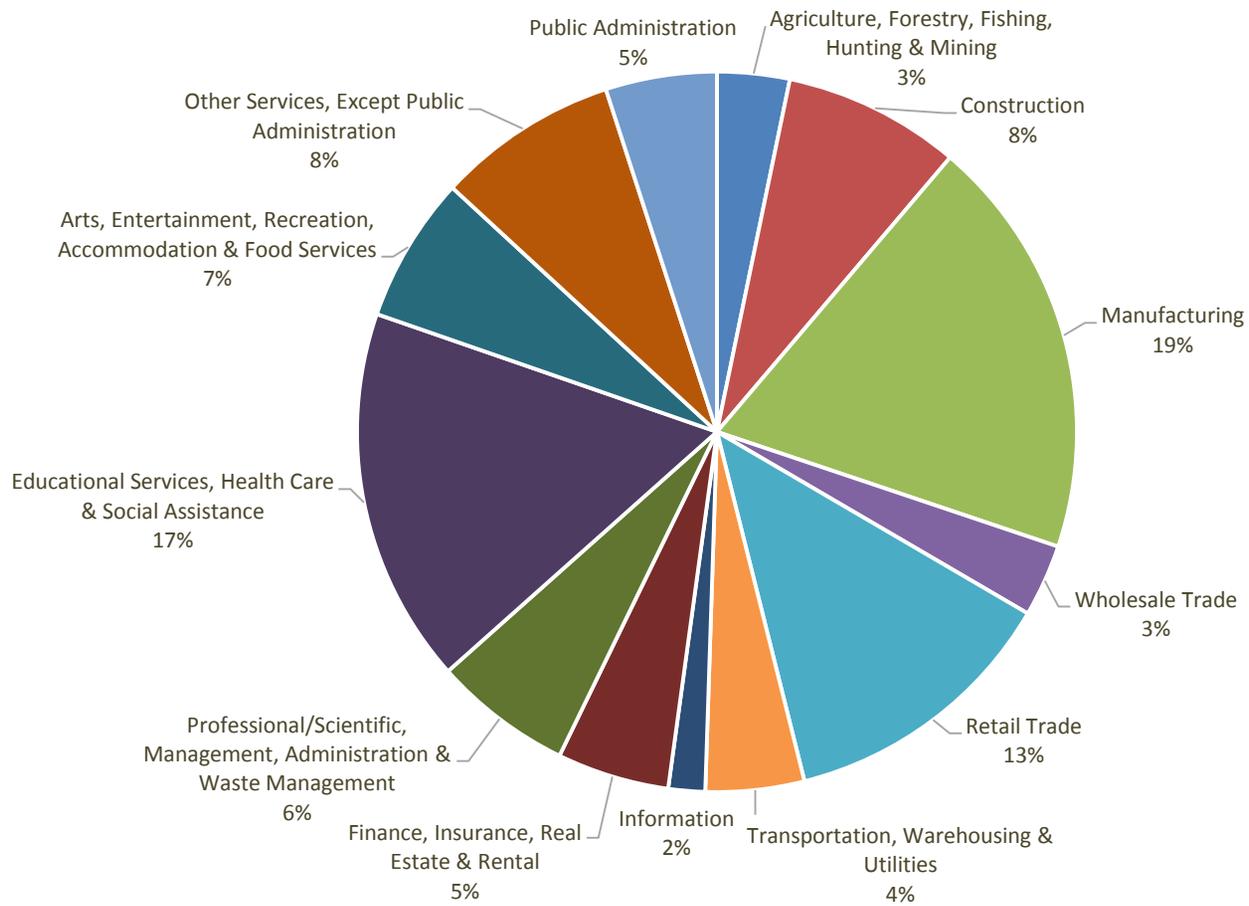
Allenstown's economic base has seen change over the years. Historically, the community has had a varied economy based on a combination of both farming and industry. Full details regarding Allenstown's historic economy can be found in the Appendix of this chapter.

Today's economy, while still diverse, has some notable characteristics. First, the leading industries in town in 2013 per New Hampshire Economic and Labor Market Information Bureau data, in order of importance, were Manufacturing (19% of the jobs in Town), Educational/Healthcare/Social Assistance (17%), Retail Trade (13%), and Construction (8%). In looking at the change in industry employment from 2010, these numbers reflect an increase in Transportation/Warehousing/Utilities, Information, Other Services, and Education/Healthcare/Social Assistance. Retail, Wholesale, Construction, Finance, Manufacturing, and Professional industries all saw declines over the same period. In all, the economy is still somewhat diverse, key industries like Manufacturing, Construction, and Retail shrunk, while another key industry, Educational/Healthcare/Social Assistance grew. Also of note is the rapid growth of newer industries such as Transportation/Warehousing (a potential key target given an increase in online shopping), as well as Other Services, and Information Technology. These changes represent opportunities to continue to diversify the economy as it grows.

A final observation is that the Labor Market Area (LMA) saw different levels of change than did Allenstown. Allenstown is part of the Concord New England City and Town Area (NECTA). In looking at Figure 5, the NECTA saw less decline between 2010 and 2011, as well as 2011 to 2012 than did Allenstown, but between 2012 and 2013 the NECTA saw a greater decline than did Allenstown. This suggests that over the course of a year, a notable portion of the NECTA's labor force was unemployed and looking for work. Such a situation suggests that Allenstown may be able to attract workers and their families to Town given the presence of the right jobs.

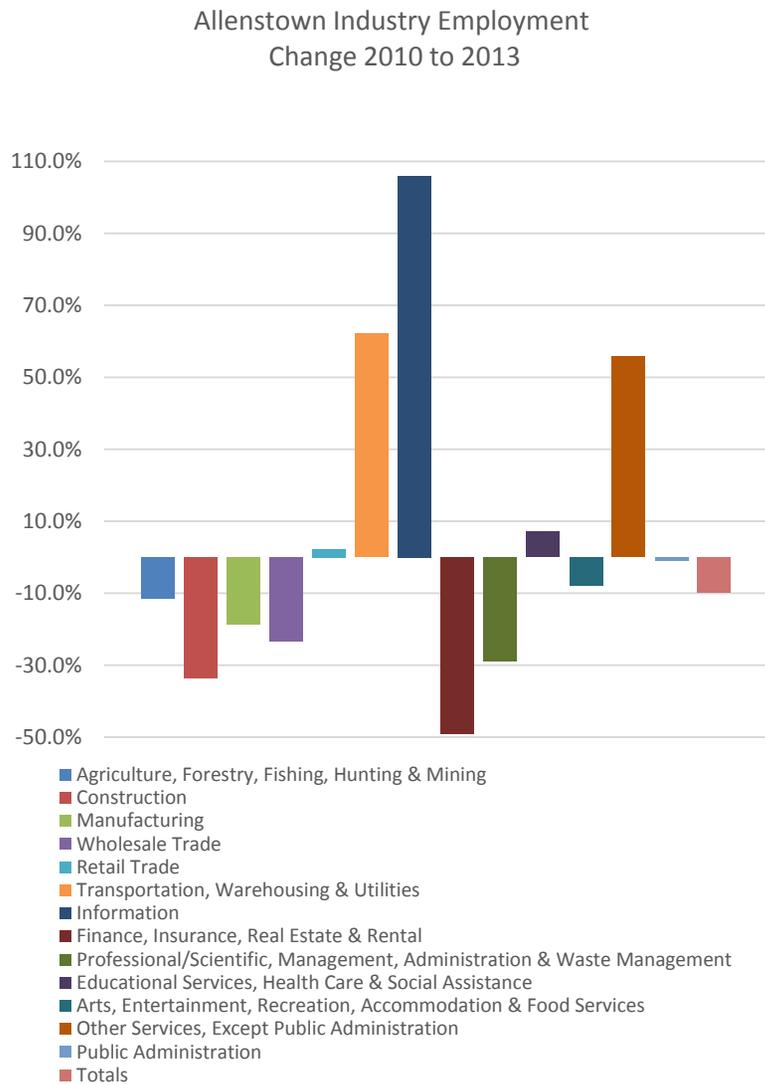
The following figures capture the essence of Allenstown's economy:

Figure 3: Allenstown Industry Employment 2013



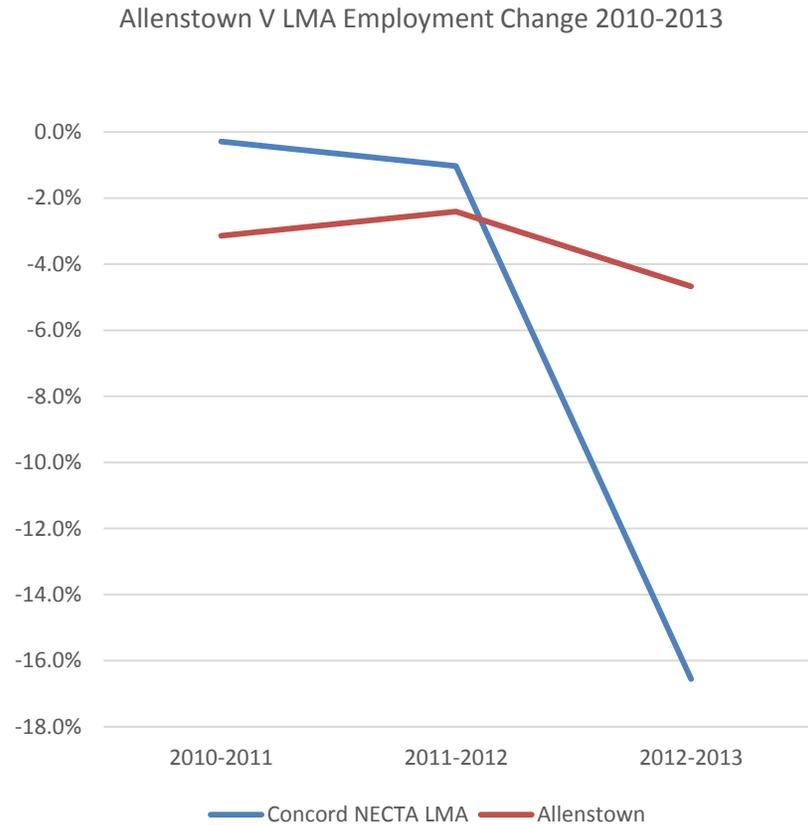
Source: US Census American Community Survey Estimates 2013

Figure 4: Change in Allenstown Industry Employment 2010 to 2013



Source: US Census American Community Survey Estimates 2010

Figure 5: Allenstown Employment Trends VS Labor Market 2010-2013



Source: US Census American Community Survey Estimates 2010-2013

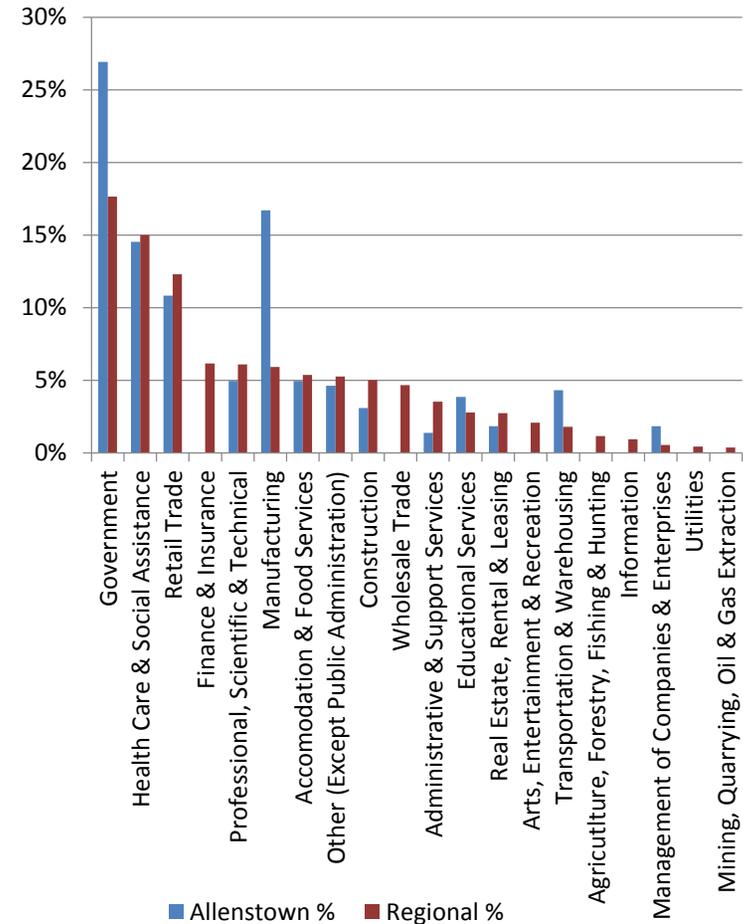
One final factor to consider is Allenstown’s share of the Region’s Industry Clusters. As evident by Figure 6, industry clusters such as Government, Manufacturing, Management, and Transportation/Warehousing make up a greater portion of Allenstown’s economy than they do for the Region as a whole. This suggests that there may be room for expansion in other industries. Of note are: Retail (as Allenstown already has a significant number of jobs in this sector), Arts/Entertainment/Recreation (given the presence of Bear Brook), and Wholesale.

COUNTY ECONOMIC PROJECTIONS

As the first step in developing strategies for economic development is to understand what industries the region is currently strong in, it is also important to understand what the projected performance of those industries will be. In short, the question to answer is: “to what extent can we rely on our key industries in the future?” To answer these question is to get a sense as to how the economy of tomorrow might look and, to develop strategies around that potential future.

The State of New Hampshire, specifically, the Economic and Labor Market Information Bureau, conducts analysis of the economy and develops economic projections at the state and county level. Though the projections are not done at the Planning Commission level, the majority of the CNHRPC area is within Merrimack County and the county level projections can be used to get a pretty good projection for the region. Merrimack County industry projections from 2010 to 2020 are as follows:

Figure 6: Percentage of Industry in Economy - Allenstown VS Region



Source: 2011 Camoin Associates Industry Cluster Analysis Central NH Region, 2011 & NH Employment Security.

Looking at the projections, it seems that amongst the Region’s clusters, all but Internet Technology and Manufacturing are projected to experience growth. This suggests that there will be opportunity to strengthen and/or expand the economy within most of the key industries and it is reasonable to expect that they will expand. The implications are not that retail and manufacturing should be “ignored” or that they are “undesired;” quite the contrary. They represent a significant part of the Region’s economy: service and tourism are tied to retail, and Internet Technology also plays a role in the success of other businesses as it represents vital infrastructure. Moving forward, replacing copper internet conduit with fiber optic conduit in an effort to ensure that the region has adequate broadband coverage may will be vital. As for manufacturing, although historically there has been decline in the industry from the 1990s onward there is information that suggests a turnaround may be starting (note that the projections the State has done is based on longer historical trends as opposed to a two or three year set of data). Table 6below presents this information.

The growth of all of these clusters should be encouraged, and, as mentioned earlier, the recommendations and projects are, for the most part, will help all industry clusters grow.

Table 5: Overall Merrimack County Employment Projections

Industry	2010 Estimated Employment	2020 Projected Employment	2010-2020 Numeric Change	Growth Rate (%)
Total Employment	80,051	88,026	7,975	10
Total Self-Employed and Unpaid Family Workers	6,419	6,689	270	4.2
Goods-Producing Industries	9,627	10,235	608	6.3
Service-Producing Industries	64,005	71,102	7,097	11.1

Source: NH Labor Market Bureau & CNHRPC Calculations

Table 6: Cluster Projections

Regional Industry Cluster	2010 Estimated Employment	2020 Projected Employment	2010-2020 Numeric Change	Growth Rate (%)
Businesses Services	1775	2145	370	20.9
Finance	3955	4310	355	9
Health Care and Social Assistance	12183	15358	3175	26.1
Arts & Entertainment	1532	1700	168	11
Internet Technology	557	557	0	0
Retail	9317	10028	711	7.6
Manufacturing	5513	5267	-246	-4.5

Source: NH Labor Market Bureau & CNHRPC Calculations

Table 7: CNHRPC Manufacturing Change 2005 to 2012

Year	Number of Job Sites	# Change	% Change	Number of Jobs	# Change	% Change
2012	158	2	1.3%	4119	38	0.9%
2011	156	0	0.0%	4081	160	4.1%
2010	156	1	0.6%	3921	-119	-2.9%
2009	155	-9	-5.5%	4040	-480	-10.6%
2008	164	-4	-2.4%	4520	-127	-2.7%
2007	168	-3	-1.8%	4647	-342	-6.9%
2006	171	-3	-1.7%	4989	-431	-8.0%
2005	174	-	-	5420	-	-

Source: NH Labor Market Bureau & CNHRPC Calculations

CEDS SWOT ANALYSIS RESULTS

As part of the development of the Comprehensive Economic Development Strategy Document (CEDSD), a Strength, Weakness, Opportunity and Threat (SWOT) analysis was conducted. Arnett Development conducted the SWOT, and, although the CEDSD region includes five towns from the Southern New Hampshire Planning Commission Region, Central is heavily represented with 20 communities. The SWOT was conducted by sending surveys out to each community and conducting the analysis based upon responses and other metrics. The full SWOT analysis report can be found in the Appendix of this document.

In general, the Region as a whole has several assets, including quality of life, proximity to many desirable locations throughout the State and all of New England, as well as an educated workforce and a higher overall income. Challenges stem from an ageing workforce and telecommunications coverage (both cell phone and broadband internet). A summary of the findings includes:

Strengths:

- Labor Availability
- Well Educated Population
- Highway Access
- Business Friendly Environment
- Business Costs (real estate, wage rates)
- Critical Mass of Firms (health, finance, trade)
- High % of Self-employed & Work-at-home
- Natural Environment / Outdoor Activities

Weaknesses/Threats:

- Communication / Information Bandwidth
- No Research University
- Few Nearby Amenities
- Little Public Transit
- Physical Infrastructure Limitations
- Community – Entrepreneur Connection

Opportunities:

- Local Schools Involvement
- Local Business Involvement
- Cross Marketing (towns, firms, brokers)
- Available Sites Inventory
- Entrepreneur Relations
- Access to Development Information
- Website Development & Improvement

Recommendations:

- Don't Chase
- Grow Your Own
- Engage Local Entrepreneurs & Investor

- Support & Incubate
- Emphasis on Streamlining Local Processes
- Emphasis on Skills Training & Work Readiness
- Pursue Broadband & Cellular Upgrade
- Improve Website(s) Utility & Content
- Increase Business Development Services & TA
- View through a Regional Lens
- Take Regional Approach... Create Regional Brand

Though the analysis is done regionally, the findings do impact Allenstown individually. While implementing this Chapter, the Town should be aware that the weaknesses and threats of the region must be overcome locally as well as regionally; additionally, regional strengths and opportunities can and should be capitalized on at the local level as well. Understanding these issues and being cognizant of them can help Allenstown use regional draws and perhaps differentiate itself in how it deals with regional challenges setting up attractive contrasts within the region.

OTHER CHALLENGES

BROWNFIELDS

The United States Environmental Protection Agency (EPA) defines a brownfield as a site that has challenges for development, or redevelopment, due to actual or perceived contamination. In Allenstown, like any community with a history of commercial and industrial use and a mixed use downtown, the possible presence of brownfields exist. Impacts due to the presence of such sites includes economic, environmental, and social. In order to effectively address such sites, they need to be assessed as to if, and what type of

contamination may be present. Once this has been completed, reuse planning and clean up can take place.

The Central New Hampshire Regional Planning Commission secured a grant from the EPA in 2015 to conduct assessment and reuse planning work. It is the purpose of the assessment process to determine whether or not suspected sites truly are contaminated, and, if so, how they are to be cleaned up and reused. A Brownfields Advisory Committee made up of representation from around the region, will select properties and projects to spend these funds on. Allenstown should maintain a presence on the BAC to assess potential sites which can lead to cleanup efforts resulting in not only economic development, but also better quality of life for residents. Additionally, cleanup of brownfield sites has the potential to further the Town's compliance efforts with the EPA Municipal Separate Storm Sewer System permit (MS4) by potentially removing contaminants.

INFRASTRUCTURE

In the Twenty First Century, not only are sewer and water important, but so too are highway infrastructure and broadband internet access. While these items are discussed in more detail elsewhere in this Master Plan, a brief discussion here will serve to solidify their tie to economic development.

1. Sewer System: The current capacity of the Allenstown Sewer Treatment Plan is 1.05 Million Gallons Per Day (MGD). It is expected that the Sewer Department will be applying for a new permit by the end of 2015 to request the capacity is raised to 1.5 MGD. The purpose would be to expand both service lines as well as capacity.

2. Water System: Pembroke Water Works provides municipal water service to the Town of Allenstown. As of November, 2015, there is approximately room for a 20% increase in the number of users. With the National Guard facility in Pembroke coming on line soon, there may be a need for expansion of the facility to increase capacity.
3. Broadband Internet Access: Broadband internet access is vital to connect local businesses to the global economy. A website is all but essential to success to reach out to customers, market products, and provide communication capabilities. Twenty years ago internet access was more of a luxury; today it is vital.

Internet access needs to be able to accommodate large amounts of data moving to and from a location. It is not merely enough to “have” internet. It must be effective for where a business is located and what it needs. For Allenstown, based on the 2014 Central New Hampshire Broadband Plan, there are a limited number of providers. This keeps costs higher and may eliminate competition which can encourage a provider improve their product. Furthermore, while most of Allenstown is served, there are varying levels of service and a few minor pockets without access. Given these factors, Allenstown should work to ensure that broadband internet access meets the community’s needs.

4. Transportation Network: Allenstown has several issues to contend with regarding the transportation network in Town. Full details and specific recommendations can be found in the Transportation Chapter of the Master Plan. First, two state bridges, one on Route 28 over the Suncook and the other on

Podunk Road over Catamount, are structurally deficient. The Town should work with the State to ensure these are priorities for upgrade.

With regard to local roads, nearly 40% of the roads have “poor” pavement conditions. These roads will need to be upgraded and repaired.

A final issue is that there is a high number of accidents on Route 3 and Main Street given their length. The Town, working with the Police Department, should seek out ways to make these streets safer.

5. Access on Route 28: Route 28 is a limited access highway with a small number of “curb cuts” available from the New Hampshire Department of Transportation (NHDOT). These curb cuts are driveway access points permitted by NHDOT for individual lots. Given the limited availability of such permits, Allenstown should seek alternative ways to access properties to maximize economic development. Access management, access roads, and other strategies can be used to provide alternatives to NHDOT curb cuts.

CONCLUSION AND ANALYSIS

In light of the information, including the data, survey, and visioning session components, it is safe to say that Allenstown may have some challenges, but there to exists enormous opportunity and potential to expand the economy, both in terms of the industry clusters, but also in terms of industry uniquely suited to Allenstown, notably a greater use of Bear Brook State Park to capitalize on the Recreational Economy. Several industries are also desired by

residents, but there is a concern that development must be consistent with Allenstown's character. This economic growth potential, coupled with Allenstown's location at the crossroads of Routes 3 and 28, between Manchester and Concord, and situated close to I-93 all provide unique opportunity for Allenstown.

In terms of challenges, the two largest are demographics and infrastructure. With regard to demographics, Allenstown experienced an 11% decline in population between 2000 and 2010, notably those under the age of 18. This is problematic as it leads to a decline in workforce, community volunteer base, and economic innovation. Such a situation can compound over the years. In terms of infrastructure, sewer and water are adequate now, but in the future, expansion may be needed - for sewer in particular. Roads and broadband internet access represent the final set of infrastructure challenges. About 40% of the roads in Town are "poor" and in need of upgrade, including two State of New Hampshire bridges. Broadband internet access is needed in corners of Town to ensure consistent coverage.

Allenstown has several tools at its disposal to overcome the various challenges and maximize potential and opportunity. First and foremost, a strong and active Economic Development Committee (EDC) is needed to take ownership of the community's economic development efforts. Tools at the EDC's disposal include, but are not limited to: marketing, zoning, tax incentives, and the identification of infrastructure funding. Also, capitalizing on those segments of the regional industry clusters that are strong in Town will help stabilize and expand economic growth. In all, the EDC can work to implement a variety of tools outlined in this document that can strengthen those businesses already here and attract others to

Town. The end results will include, but not be limited to, more jobs, more services, revitalization, and, above all, a strong vibrant community.

APPENDICES

SWOT & DEMOGRAPHICS CHALLENGE STRATEGIES

Table 8, captures some strategies for addressing SWOT Challenges, Capitalizing SWOT Opportunities, and overcoming demographic challenges. These strategies influenced many of the Goals, Objectives and Recommendations developed in this document.

TARGET INDUSTRY ANALYSIS

This document has assessed various industries in various ways to identify their attributes or potential strengths for Allentown’s economic development. Part of assessing these industries is to determine which industries have multiple attributes. These industries then can be thought of as “Target Industries.” Table 9 attempts to track the different analyses in this document by identifying each attribute by name and table/figure number and which industries maintain that attribute. When the presence of three or more attributes is identified, a checkmark has been placed in the final column to identify the industry as a Target Industry. For example, in the first column, Figure 3 (Top 5 Industries in the Local Economy), Construction, Manufacturing, Retail Trade, Education/Healthcare/Social Assistance, and Other Services Except Public Administration all share the attribute of being in the top five locally. In looking at last column on the right each industry with three or more attributes is identified as a “Target Industry.” These include: Retail Trade, Information, Education/Healthcare/Social Assistance, and Arts/Entertainment/Recreation/Accommodation/Food Services

Table 8: SWOT & Demographic Challenge Strategy Worksheet

SWOT Component/Demographic Challenge	Strategy
General Population Decline (Demographics)	Attract young families
Decline in Under 15 Population (Demographics)	Attract young families
Education of Workforce (Demographics)	Engage School System, including NHTI for strategies such as internships, job training, etc.
Broadband Internet Access (Threat)	Use Cable Franchise Agreement Process; work with regional broadband initiatives
Infrastructure Upgrades (Threat: Sewer/Water)	TIF, Bonds, Trust Funds, Grants
School Involvement (Opportunity)	Engage School System, including NHTI for strategies such as internships, job training, etc.
Business Involvement/EDC (Opportunity)	Set up Economic Development Committee with major representation from businesses
Marketing (Opportunity)	Develop Marketing Strategy
Access to Development Information (Opportunity)	Utilize website for easy information dissemination
Site Inventory (Opportunity)	Develop list of sites; pre-approve sites for development

Table 9: Target Industry Analysis Worksheet

	Figure 3	Figure 4	Section VI.e	Figure 6	Table 6	
Industry	Top 5 Industry in Local Economy (2013)	Historic Growth (2010 to 2013)	Regional Industry Cluster	More Significant to Region than Town (2011)	Projected to Grow (2010-2020)	Target Industry? (3+ criteria)
Agriculture, Forestry, Fishing, Hunting & Mining						
Construction	X			X		
Manufacturing	X					
Wholesale Trade				X		
Retail Trade	X	X			X	√
Transportation, Warehousing & Utilities		X				
Information		X	X	X		√
Finance, Insurance, Real Estate & Rental			X		X	
Professional/Scientific, Management, Administration & Waste Management				X	X	
Educational Services, Health Care & Social Assistance	X	X	X		X	√
Arts, Entertainment, Recreation, Accommodation & Food Services			X	X	X	√
Other Services, Except Public Administration	X	X				
Public Administration				X		

HISTORIC BUSINESSES

The Town of Allenstown was granted in 1721 to the children of Governor Samuel Allen and their heirs and was incorporated in 1831. Part of Bow was annexed in 1815 and a portion of Hooksett in 1853. The result was an interesting geography that included portions of Suncook Village along the river and numerous acres of farm and forest land to the east. Like most communities, this geography shaped Allenstown's economy.

According to the 2003 Allenstown Master Plan, good soils and the river resulted in the development of mills and farms. Additionally, two town centers developed: one in Suncook Village and another where Deerfield Road intersects Rt. 28. Industries included textile, brick making and lumber industries, among others. Like Manchester and many communities along the river, economic and population growth went hand-in-hand with influxes of French Canadians and other immigrants settled to work in the factories. Allenstown's economy of the past included:

Buck Street Island Sawmill and Box Manufactory

The Reuben C. Moulton sawmill and manufactory of trunks, boxes, doors, screens, and other wood work was owned and occupied by Reuben Moulton. They were operated in part by water power and in part by steam power. Samuel Martin was the former owner of the sawmill which had been built by Norris Cochran, James Martin, and William Knox.

Buck Street Island Fulling Mill

The Ephraim C. Robinson fulling mill was located on the westerly side of the Buck Street Island just below the bridge. He built the fulling mill and occupied it while working at his trade of clothier for

many years. In 1848, he deeded the mill to his son Andrew J. Robinson. In 1849, William Knox, Norris Cochran, and James Martin bought one half of the mill and privilege, and Moses Martin and William L. Morse bought the other half. The mill privilege seemed to be mainly owned by Samuel Martin. In the spring of 1894, it was sold to R.C. Moulton.

Grist Mill and Ax and Hammer Handle Manufactory (Charles Fisher)

The Charles Fisher ax and hammer handle manufactory and grist mill were located on the first floor. The second floor storage held twenty-five hundred pounds of grain. In 1900, twelve railroad cars of grain were shipped out of the facility. The factory was formerly used for a twine factory by Thomas B. Wattles and Thomas Bond, and was built by Norris Cochran and Samuel Martin. The site of the building was built by Moses Martin and William L. Moore, and used by them as a bedstead manufactory, and for woodwork. This was the site of grist mill taken down.

Swan's General Store

The Swan's General Store was located across from the Suncook Valley Railroad Station. It also served as a post office and gas station for some time. It was built in the mid-1800's and was owned and operated by William P. Swan Sr. It was a great gathering place for those waiting for the train. The people would sit on the porch and sometimes eat cheese and crackers while swapping stories or discussing important matters.

Kendall Post Office

The Kendall Post office is one of the earliest in Allenstown. It was operated by B.J. Kendall from 1850 to 1860 and is located on Deerfield Road.

Phenix Stage Coach

The Concord based Phenix Stagecoach traveled tri-weekly from the Phenix Hotel in Concord to the seacoast and returned tri-weekly. The driver was Harrison “Sandyman” Brown Marden, born August 9, 1820 in Allenstown. In addition to transporting passengers, he would carry mail to post offices along his route. The stage route to Allenstown was North Pembroke Road, to Bombay Bridge, Bombay Road, and Deerfield Road. The stage stopped at the Burgin Tavern on Deerfield Road.

Burgin/Ela Tavern

In exchange for surveying land, the Masonian Proprietors gave Walter Bryant, a Newmarket Surveyor, a large parcel of land in Allenstown. Mr. Bryant built upon this land and eventually gave the land and buildings to his daughter and her husband Hall Burgin. The Burgins operated a large and well-known tavern for many years. Hall Burgin served in town office and managed many affairs for the town. The town records were kept in the tavern. Eventually, this property went to the Ela family, most likely through marriage. Mr. Ela continued the Burgin tradition and maintained the town records. In 1895, the property burned damaging and destroying many of the town records. The remaining documents were recovered or recorded by John Dowst.

Tilton Tavern

The tavern was owned and operated by Mark and Sally Tilton from 1792 to 1836. Mr. Tilton served as one of the first Selectmen in Allenstown, as postmaster until 1836, and owned a portion of the Buck Street Mills. The tavern was a local gathering place and was used for livestock auctions. The property was sold to Tobias Rand, a shoemaker, in 1836, and it was no longer operated as a tavern.

Later day use incorporated some notorious activities, twice used as a still for the production of moonshine. It is presently a private residence.

Bailey’s Quarry and Bailey’s Sawmill

Bailey Granite Works, owned by Charles A. Bailey, was one of Allenstown’s leading industries. The quarry opened in 1874 and covered about twenty-five acres. The granite was known for its fine quality and was used for building, curbing, paving, and bridge work. In 1900, the company employed 125 men constantly from April to December. During the same season, twenty-two hundred carloads of granite were shipped. Granite specimens can be seen at Weston Observatory, Coolidge Mill, and Amoskeag Manufacturing Company. In addition to the granite quarry, Mr. Bailey owned a thriving lumber business. The main sawmill was located close to Chester Turnpike and the Suncook River. Most of the lumber was cut in the Bear Brook area using portable sawmills. The main sawmill and shop was destroyed when a boiler exploded.

Catamount Quarry

On the northwest side of Catamount Hill within Bear Brook State Park lies an old abandoned granite quarry. The quarry is approximately 50 feet by 150 feet. The quarry provided granite for the stone arch bridge, dam, and mill stone. Very little is known about its ownership or operation. Most likely, it was too small a commercial operation to gain much attention. The quarry was not listed in the following publications or maps: The Commercial Granites of New England, T. Nelson Dale, 1923, The Geology of New Hampshire, C.H. Hitchcock, New Hampshire State Geologist, 1858 Map of Merrimack County by H.F Walling, 1892 Map of Merrimack County.

Brickyard

Suncook Brickyards had deep beds of glacial clay. Valuable beds of clay, with 20 to 30 feet thickness, occur in the highest terrace for four miles north from Hooksett, upon the east side of the Merrimack, in the communities of Allenstown and Pembroke. The clay was extensively used for brick making. Suncook became the center of brick manufacturing. By 1880, brickyards near Suncook produced 5.5 million bricks per year. Philip Sargent, 1822-1898, was a local brick manufacturer. He came from a long line of brick makers. He first assisted his father Sterling Sargent and later became a partner in the business. The younger Mr. Sargent ran the business for quite a while alone and then went into partnership with his brother Warren. They ran a thriving and profitable business for over thirty years.

Ela's Grove (Strafford County Christian Conference)

The annual Strafford Conference of Christian Churches was held at Ela's Grove and extended to the Meeting House. The Grove was located on the west side of Catamount Pond. At times, as many as four thousand people attended and eight hundred teams were on the grounds.

Suncook Water Works and Reservoir

The first plans for a water supply were made in 1891. The process was slow and the charter was amended in 1896. Finally, in 1913, the town of Pembroke obtained an act of legislature enabling it to furnish water to Pembroke, Allenstown, Epsom, and Hooksett. Pleasant Pond in Deerfield was chosen for the primary source of water. Bear Hill Pond in Allenstown was chosen for the auxiliary system. The reservoirs are located on Bear Hill and remain intact. Presently, artesian wells furnish the community water supply.

Suncook Valley Railroad/Blueberry Express and Allenstown Depot & Blodgett Station

The Suncook Valley Railroad was chartered in New Hampshire on July 1, 1863. The line was completed and began operating in 1869. The train made its first run to Pittsfield in December of 1869. The first passenger train arrived at Allenstown Depot & Blodgett Station the morning of December 6, 1869. The Suncook Valley was then able to help out the small towns by bringing their products to markets and locations where they were needed. Lumber, milk, cargo trains, vegetables, and the wonderful blueberries were early cargo, which was how the train got its nickname, the "Blueberry Express". The Suncook Valley would pick up passengers from Barnstead Center, Pittsfield, Epsom, and Short Falls and transport them to Allenstown Depot & Blodgett Station in Allenstown. The school children going to the Catholic and public school would be picked up at the Blodgett Station to head back home.

With the new forms of transportation of buses and trucks, the usefulness of the train was becoming obsolete. The Suncook Valley was in trouble. The contract with the Postal Service for deliveries and picking up mail was keeping the train going. The last train passed through Allenstown Depot & Blodgett Station on April 22, 1949. In 1952, the train was purchased by Samuel M. Pinsley, who then decided to abandon the line. The last run was made in the winter of 1952.

China Mill

By 1868, the Buntin site had evolved into a hub of commercial and cultural activity. The China Mill was incorporated in 1867 and built at the mouth of the Suncook River the following year. It stands 5 stories tall and measures 510 feet long and 72 feet wide. When

opened, the power was generated by the river, two turbine water wheels with 1,500-horse power and two Corliss steam engines with 1,500-horse power. To operate this facility in 1900, it required 3,000 tons of coal and 6,000 gallons of oil. To produce 18,000,000 yards of cloth, it used 3,000,000 pounds of cotton per year. The company employed 500 females and 300 males with an annual payroll of \$158,000. Neighborhoods built by the China Manufacturing Company were known as "China Village", "The Street of Bosses", and "The Street of Superintendents." Today, the China Mill is operated by Kennebunk Weavers for the manufacturing of coverlets and throws.

C.P. Morse Company

The C. P. Morse Company was built next to Hayes Hall. Charles P. Morse sold furniture, stoves, bedsteads, and caskets. He manufactured the bedsteads and caskets at his Buck St. Island factory. In addition, Mr. Morse offered undertaking services. In the 20th century, the Leblanc family assumed proprietorship and carried on both traditions, eventually building Suburban Furniture.

Hayes Hall

Suncook was considered to be one of the most industrially, culturally and socially progressive communities in New England. During 1876, many concerts, performances, and fairs were held at Hayes Hall. The Hayes Building and Hayes Hall stood adjacent to C.P. Morse. The design and floor plan resembled Mechanics Hall in Worcester, Massachusetts. The first floor of the Hayes building was occupied by Bartlett's Billiard Hall, Oyster House, and Dining Room. The Hall was located on the second floor of the structure. In 1876, the Town of Allenstown voted to discontinue use of the Old Meeting House and agreed to hold all future meetings at Hayes Hall.

The Hall assumed a different role in community life. By 1877, theatrical presentations became fewer and were mostly conducted by community organizations. Simultaneously, Bartlett's Opera House opened in Pembroke (Suncook Village), hosting numerous grand performances by professional traveling companies. Later day uses of the Hayes Building and Hall included an ice cream parlor, movie theater, and Knights of Columbus Hall. The structure was destroyed by fire in 1971.

Sargent Home

The Sargent home was built by Philip Sargent, brick manufacturer of Allenstown. Mr. Sargent was born in Allenstown on August 16, 1822. He married Phoebe Williams of Pembroke on December 31, 1849. As a young man he learned brick making, and when he reached the age of 21 joined his father's company. He was very successful and remained in the business until 1896. At the beginning and height of the industrial revolution, brick making was a chief industry in Allenstown. Bricks were supplied for the building of the Amoskeag Mills in Manchester as well as the building of the Pembroke and Allenstown Mills. In the late 1870's, Mr. Sargent built a fine brick residence. The bricks used to construct this home were made in his own yards located along the clay banks of the Merrimack River.

Site of the Former Suncook House/DL Jewell House/White Rabbit Inn

This home was the Mill Agent's residence, occupied by Col. David Lyman Jewell. He married Ella Louise Sumner on May 31, 1865. In 1868 Col. Jewell came from Newton Massachusetts to become mill superintendent for the Suncook and Pembroke Mills. Following the death of the mill agent, he was appointed to the post. The China

Mill opened, and in 1870, he assumed the same position, efficiently functioning as agent of all three corporations. David Lyman Jewell was at the forefront of leadership within the village. He belonged to many organizations, with Jewell Lodge being named in his honor. In addition, Col. Jewell was the Captain of the party steamer "Favorita". He had an undaunted zest for life which is apparent in town records and newspaper articles. This structure has evolved through many stages in time. Oral tradition claims it as "The Suncook House," an early tavern in the village. Today it bears little resemblance to the original building. Postcards depict a simple colonial structure of the Federal period. According to Mary H. Sargent-Head, her father Major Sterling Sargent built this house.

In 1842, her father sold the home to the Suncook Mills Co. It was used as the Agents House for a number of years. Many architectural changes have occurred, with the most recent being completed in the early twentieth century during the colonial revival period. Although all early traces are no longer apparent within, this home stands as a magnificent example of the colonial revival period, lending itself majestically to the federal period.

Evans School House

The Evans School was built on land purchased by school district No.1 from James Swan in July, 1844. The building erected had two separate entrances, one for boys and the other for girls. In the early 1920's, the building ceased to be used as a school house, but was still owned by the school district until 1940. During the late 1930's, the building was used by the Civilian Conservation Corps (CCC). In 1975, Robert and Harriet Cunha purchased the building from Herbert Garrett.

Library

The Library on Main Street was built by the Works Progress Act (WPA). The library architecture and floor plan were commonly used by the WPA. Over the fireplace hangs a photograph of the first Allenstown Librarian, Mrs. John D Sweatt, dated 1894. In the 1934 Town Report, the Library Trustees reported an income of \$208.15 and an expenditure of \$203.99 leaving a balance of \$4.15. In the several Town Reports prior, there were warrant articles to appropriate funds for a library. In the 1935 Town Report, the Library Building Committee reported the completion of the building, and stated "...The building and its appointments are of such a character that the citizens of Allenstown will take a lasting pride in it."

The current librarian, Georgette Plourde, advises that the first library was located in a small building on what is now Bear Brook Road. Sometime after that, the library was relocated to the home of Mrs. Sweatt, which is now the old Gosselin home, just north of the Allenstown Elementary School.

Economic and Population Downturn of the Early 1900's/Lumbering Industry/1914 Fire

The decline of population in the eastern portion of town continued to occur from the onset of the Industrial Revolution until the final economic blow in 1914. In May of 1914, a tremendous forest fire swept through the Bear Brook area. It began in the vicinity of the Allenstown Railroad Station, near Bombay Bridge. The fire was sparked by a passing train. It virtually destroyed thousands of acres of standing and cut timber. This was the end of the lumbering industry and community life as area residents knew it. Many homes were lost and others abandoned due to lack of work. Many people

migrated to the Suncook area. This rendered the Bear Brook area a wasteland for many years to come.

In summary, Allenstown has had a diverse economy over the years. Its geographic location and makeup, most notably the river and soils, has shaped the face of that economy. Although not as large as surrounding communities, Allenstown has enjoyed a diverse economy for years. Despite recent economic decline those factors that have made Allenstown “Allenstown,” will shape the face of the economy in both the near and long-term future.

VISION SESSION NOTES

Visioning Session Notes

November 20, 2013

- I. What makes Allenstown “Allenstown?”
 - Access to Rivers
 - Proximity to Manchester, Concord, Bear Brook State Park
 - Downtown Suncook and the mills
 - Small community
 - Family-orientated community
 - Longevity of certain families in town – people stay here for generations
 - Outdoor activities:
 - o Hunting
 - o Hiking
 - o Mountain Biking
 - o Snowmobiling
- II. What are your thoughts on development in Allenstown?
 - More development needed
 - Additional development needs to be efficient and sustainable within the community
 - Re-use what we have
 - Capitalize on what types of development fit the community; ensure that growth fits with what “is” Allenstown
 - Support a strong Economic Development Committee
 - Manage the growth of mobile home parks
- III. What do you like about living in Allenstown?
- IV. What things would you like to see?
 - Sewer and water expansion
 - More things for kids

- Gym
- Ice skating
- Follow-through on existing projects
- Small coffee shop
- More community involvement***
- Sewer and water expansions
- More sidewalks
- Safe Routes to School is a good program but is difficult to administer.
- Better engagement of State and Congressional decision makers about the challenges of:
 - o Expanding needed infrastructure
 - o Administering federal grants

V. Other Issues:

- Make sure zoning can allow for industries that support recreation activities such as home businesses including food sales for houses along the snowmobile trails or fishing along rivers edge.

Visioning Session Notes

May 14, 2014

Topics discussed were free-flowing and broad. The visioning session started at 6:45 PM and ended at 8:00.

In attendance:

- John Currier
- Charles Currier
- Jason Tardiff
- Chad Pelissier

- Chris Roy
- Larry Anderson
- Matt Monahan
- Michael Tardiff
- Craig Tufts

Visioning Session findings:

- Volunteer base and community organizations are dissipating.
- Housing values are down.
- School class size down; has an impact on taxes.
- Job market is down.
- Business-friendly approval process can help.
- High taxes can prevent economic development.
- Sewer capacity was a real problem - this has been resolved.
- The EDC needs to be refocused and re-energized.
- Regional web presence can work with a local web presence.
- Bear Brook State Park can be a problem for economic development: taxes, land, police coverage in particular. Town needs to find a more effective way to capitalize on visitors.
- Bear Brook State Park is used by a lot of people. Allenstown should ask the State to provide the numbers of visitors.
- Bear Brook State Park response for police, fire and medical, even if the incident takes place in the Deerfield portion of the park. Fire calls are few and far between, but are very time consuming.
- Snowmobilers leave from Bear Brook State Park. Local riders fuel up locally.
- State gets money from Bear Brook State Park from May to September.
- Bear Brook State Park roads are a problem.
- The Town needs to explore ways for better business/economic development opportunities focusing on Bear Brook State Park.
- Bear Brook State Park also represents a loss in potential tax revenue. Can the State provide assistance in lieu of taxes?
- There is both a need and an opportunity to share with the outside world that Allenstown is more than just Route 3 and Route 28.
- How do we get people in the park during the summer? ATVs, etc.
- Lot access/curb cuts are a challenge on 28. Need more access management. Could curb cuts and buildable land be mapped?
- A service/side road could help provide access to parcels on 28. To make this a reality, make sure the zoning supports this, develop an engineering study to lay the road out, establish a TIF district to build and look at bringing in sewer and water.

- Negotiate with the state about helping with curb cuts and possibly providing money for infrastructure because of the impact of Bear Brook State Park.
- Use Economic Development Administration/Economic Development District for infrastructure improvements on 3 and 28.
- Sewer commission has been trying to identify and secure money for improvements but it has been difficult. Grants can help but they can also be difficult to get.
- Look at DOT plans for an access road on 28.
- With Bear Brook State Park, it may be beneficial to look at other towns in the state and see how they have capitalized on parks in their communities, such as Jericho State Park in Berlin.
- PTO, Senior Center and Historic Society could be good sources for future visioning sessions.

Summary: Growth, housing, demographics and schools are the biggest issues in Allentown. These issues drive the quality of life in the community, as well as drive each other. Taxes, services, and economic opportunity are all also tied in as well.

BUSINESS LIST

Business	Address	Size (Employees)
ABC Glass Co.	7 School St	1 to 4
Advanced Excavating & Paving	166 Granite St	10 to 19
AL McDonnel Co	6 River Rd	1 to 4
Allenstown Aggregate	169 Granite St	10 to 19
Allenstown Animal Hospital	9 River Rd	5 to 9
Allenstown Elementary School	30 Main St	50 to 99
Allenstown Fire Department	1 Ferry St	20 to 49
Allenstown Highway Department	161 Granite St	5 to 9
Allenstown Library	16 School St	1 to 4
Allenstown Park & Recreation	8 Whitten St	1 to 4
Allenstown Pizza Market	43 Allenstown Rd # 5	10 to 19
Allenstown Police Department	40 Allenstown Rd	10 to 19
Allenstown Self Storage	286 Pinewood Rd	1 to 4
Allenstown Tax Collector	16 School St	1 to 4
Allenstown Town Hall	16 School St	5 to 9
Amp Netconnect	31 Birchwood Dr	1 to 4
Apex Kitchens	15 Dowst Rd	1 to 4
Armand R. Dupont School	10 1/2 School St	20 to 49
ATS Lock & Safe Co.	58 River Rd	1 to 4
Aubuchon Hardware	77 Turnpike St	5 to 9
Bear Brook Stables, LLC	334 Deerfield Rd	1 to 4
Bear Brook State Park	157 Deerfield Rd	10 to 19
Beaudet Automotive Ctr	52 Main St	1 to 4
Best Betts Pools		1 to 4

Business	Address	Size (Employees)
Big Jim's Bargain Outlet	78 Turnpike St	5 to 9
Bi-Wise Market	39 Allenstown Rd	20 to 49
Bruce Theriault Complete Auto	1 Allenstown Rd	1 to 4
Casella Waste Systems	104 River Rd	1 to 4
Changing Gears	11 Martinson Ln	1 to 4
Changing Times Unisex Salon	50 River Rd	1 to 4
Circle K	RR 3 & Granite	5 to 9
Community Publications		5 to 9
Complete Coverage Wood Priming	288 Pinewood Rd	1 to 4
Curves	43 Allenstown Rd	1 to 4
Cuts & Colors	85 Allenstown Rd	1 to 4
Ed & Apos Auto Repair	108 Granite St	1 to 4
Elegance Beauty Salon & Hair	50 Pinewood Rd # 3	1 to 4
Excel Body & Frame Inc.	108 Granite St	1 to 4
Family Dollar Store	48 Allenstown Rd # 2	5 to 9
Fort Mountain Land & Timber Co	168 Granite St	20 to 49
Friends Diner	85 Allenstown Rd	10 to 19
Gaftek	108 Granite St	1 to 4
Gelinas Tile Co.	36 River Rd	1 to 4
GMS Hydraulics Inc.	1 Allenstown Rd	5 to 9
Grand Graphics	10 Howe St	1 to 4
Hampshire Vanguard Tech Associates	Route 28 & Lavoie Dr	1 to 4
Hank & Al's Small Engine Repair	168 River Rd # A	1 to 4

Business	Address	Size (Employees)
Hilltop Hairstyling	27 Notre Dame Ave	1 to 4
HK Auto & Equipment & Repairs	185 Granite St	1 to 4
Holiday Acres Mobile Home Park	1A Parkwood Dr	1 to 4
Holiday Acres Water Department	52 Fullam Cir	5 to 9
Jai Mar & Sons Bread	9 Heritage Dr	5 to 9
John's Truck Svc & Welding Co.	1 Allenstown Rd # 2	1 to 4
Johnson's Flower & Garden Ctr.	20 River Rd	1 to 4
Keith's Truck Svc	124 Granite St	1 to 4
Kennebunk Weavers, Inc.	25 Canal St	10 to 19
Kutter Korner	43 Allenstown Rd # 2	1 to 4
Lee Robert (logging)	34 Birchwood Dr	1 to 4
Liftech Automotive Equipment	189 River Rd	1 to 4
Magic Images	3 Pine Acres Rd	1 to 4
Mailways Mail Advertising	10 Bartlett St	20 to 49
Martel's Self-Care Products	68 School St	1 to 4
Materials Research Furnaces	Route 28 Lavoie Dr	10 to 19
Mega-X3	3 Allenstown Rd	1 to 4
Meme's Deli & Sandwich Shop	85 Allenstown Rd	1 to 4
Michael G. Gfroerer Attorney	4 Park St	1 to 4

Business	Address	Size (Employees)
Museum-Family Camping	157 Deerfield Rd	1 to 4
NEF Capital Group, LLC	65 Pinewood Rd # 4	1 to 4
NH Exteriors	50 Pinewood Rd # 6	50 to 99
NH Hydro Association	25 Canal St	10 to 19
Noble Computers	5 Martinson Ln	1 to 4
Northeast Logistics	3 Chester Tpke	5 to 9
Olympic Pizza	42 Allenstown Rd	5 to 9
Pal Realty Inc.	50 Ridge Rd	1 to 4
Pembroke Pump Station	Deerfield Rd	1 to 4
Pento Custom Sounds & Svc.	108 Granite St	1 to 4
Pento Motorsports	108 Granite St # 3	1 to 4
Pharmacy Express	68 School St	5 to 9
Pine Haven Boys Ctr.	133 River Rd	20 to 49
Precious Metal Auto	68 Dodge Rd	1 to 4
Primerica Financial Svc	65 Pinewood Rd # 7	1 to 4
Professional Physical Therapy	2 Bartlett St # 1	1 to 4
Quantum Life Healing	65 Pinewood Rd	1 to 4
Recycling Mechanical	50 Ferry St	5 to 9
Rite Aid	46 Allenstown Rd	10 to 19
Sandy's Classic Touch	47 Allenstown Rd	1 to 4
Someday's Floral Design	20 1/2 River Rd	1 to 4
South Region State Parks	157 Deerfield Rd	1 to 4
Spotlight Pet Sitting, LLC	1 Swiftwater Dr # A	1 to 4
St. John the Baptist	12 School St	1 to 4
Su Mar Industries, Inc.	18 Bartlett St	5 to 9
Subway	66 School St	5 to 9

Business	Address	Size (Employees)
Suncook Family Health Ctr.	50 Pinewood Rd	10 to 19
Suncook River Convenience Ctr.	270 Pinewood Rd	5 to 9
Suncook Senior Center	10 School St	5 to 9
Suncook Wastewater Treatment	35 Canal St	5 to 9
Sunray Builders	2 Bunny Ln	10 to 19
Sunrise Baptist Church	44 Pinewood Rd	1 to 4
Sunrise Trucking Corp	156 Granite St	1 to 4
Tardiff Contracting & Landscaping	43 River Rd	5 to 9
TCB Inc.	50 Mount Delight Rd	5 to 9
Tender Years Daycare	3 Chester Tpke	10 to 19
Thomas Hodgson & Sons, Inc	25 Canal St	50 to 99
Tiny Toes Family Child Care	36 Als Ave	1 to 4
Tri-Town Family Dental Center	50 Pinewood Rd	20 to 49
Twin Oaks Campground	80 Pinewood Rd	1 to 4
VB Maintenance	32 Granite St	1 to 4
We Care Assisted Living Home	12 Cross St	1 to 4
Woodridge Trucking LLC	258 River Rd	1 to 4

Source: New Hampshire Economic & Labor Market Information Bureau

Survey Results

<http://www.allentownnh.gov/>

CNHRPC CEDS

<http://cnhrpc.org/regional-planning/ceds/>

CNHRPC Cluster Analysis

<http://cnhrpc.org/regional-planning/ceds/>